CENTRE FOR EDUCATION DEVELOPMENT ACTION AND RESEARCH

[CEDAR]

HUMAN RESOURCE POLICY

ESTD. 1994

Madurai, India

[HUMAN RESOURCES POLICY OF CEDAR 2020]

The Human Resources Policy of CEDR is an outcome of learning over a period of 26 years in social sector. It is based on the premise that the social sector needs not only the best of talents but people who are passionately committed to changing the society for the better. They are innovative, self-directional and willing to collaborate and co-create.

CEDAR was established in 1994. In the first 20 years we largely worked for the abolition of child labour in Viruthunagar, Thoothukudi and Thirunelveli districts of Tamilnadu. We reached out to 144 child labour prone villages. We now work for children and youth coming from the most marginalized and excluded communities in Tamilnadu. We help them to realize their 'creative potentials' and 'agency.'

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CENTRE FOR EDUCATION DEVELOPMENT ACTION AND RESEARCH (CEDAR)

Human Resources Policy

Philosophy

Object 1:

CEDAR as a Civil Society Organisation working for the cause of children. Its core values of creativity, excellence, accountability, empathy and inclusivity consistently guide its HR policy.

Object 2:

CEDAR envisions a HR policy that believes that all people irrespective of age, gender, caste, class ethnicity, religion, region etc. are inherently creative and are capable ofdeveloping personal capabilities and proficiencies which they use not only forprotecting and promoting their self-interest but also for creating common good on the basis of a shared vision.

Object 3:

CEDAR as an organisation is the synergy produced by the creative contribution of all its members, irrespective of one's talent, expertise and organisational position. From this premise flows its idea of participation, sharing of vision, collaboration and governance.

Object 4:

CEDAR believes itself to be a learning organisation in the sense that it continuously and reflectively responds to changes in society. In this process it constantly interrogates its paradigms and praxis of change. This is made possible by creating an organisational climate that facilitates self-discovery, creative and reflective engagement with vision and learning from individual and collective experience. A job in CEDAR is a 'journey' and not a mere employment of talent or procurement of human resource.

Object 5:

CEDAR believes in the organic and holistic nature of organisation which is more than the sum of individuals working in it. It expects its members strongly commit to, and promote the ethos of vision sharing, collaboration, team-learning and co-creation.

Object 6:

CEDAR working for the betterment of the poor and the marginalised has developed strong community interfaces but with porous borders. Its participatory planning and

implementation strategies involving the community demand in its employees and executives qualities that include high level of empathy for the marginalised, patience and aptitude for learning from people whom they serve.

Object 7:

CEDAR's programmes for children, youth and women of the marginalised communities notwithstanding the specific objectives are in a general sense, human resource development projects. It is building of human resource capital of the marginalised communities. CEDAR gives priority to former members of Children's Resource Centres, youth trainees and volunteers in its recruitment.

HR Policy:

1. **Human Resource Planning:**

1.1 Given the nature of the organisation, CEDAR adopts a Programme/Project based Human Resources planning.

1.2 Periodically conducted Human Resource Audit apart from helping us to maintain a healthy and efficient organisational system, strongly feeds into our HR forecast, planning and recruitment.

2. **Recruitment:**

2.1 Normally appointments are made from the general pool of talent available in the open market by calling for applications through advertisements in the leading newspapers and in the social media.

2.2 In circumstances warranting meeting of special needs, appointments are also made through references.

2.3 When a vacancy arises or a new job is created, on a priority basis CEDAR considers the suitability of persons drawn from the existing pool of employees. This is done either by recruitment from within or by effecting re- appointments or promotions.

2.4 The Managing Trustee is entrusted with the powers to create jobs, recruit, promote, enter into contracts, appoint consultants and also terminate employment and contracts thereof.

2.5 Such powers of the Managing Trustee to appoint/promote/contrac/terminate employees are exercised with utmost concern for professional competence,

consideration of organisational mandate and vision, complying with laws in force and concern for inclusion and social justice. The Managing Trustee can delegate such powers to anyone in the organisation as circumstances demand.

2.6 Though the powers are vested with the Managing Trustee, in practice, the processes of recruitment, appointment and promotions are done by duly appointed committees with staff participation from all levels.

3. Appointment and Probation:

3.1 On selection of a candidate for appointment, an offer of employment with statement of roles and responsibilities, reporting structures, pay, scope of increments and key performance indicators is offered.

3.2 A reasonable joining time not exceeding 3 months period is normally allowed.

3.3 Probation of 3 months is compulsory on any job and only on successful completion of probation supported by performance appraisal will lead to regular employment. However, in extraordinary circumstances probation could be revoked and appointee absorbed as a regular employee before the completion of full 3-month period.

4. Induction and Training:

4.1 Following the appointment, the appointee goes through an induction programme taking into account her/his background and depending upon the nature and challenges posed by the job for the new entrant.

4.2 CEDAR organises in house training and capacity building programmes for its employees inviting trainers and consultants of national and international standing.

4.3 However, appreciating the specific needs of the employees, CEDAR provides on the job training using in house expertise or arranges for off-site trainings. Employees on specific recommendations depending upon job requirements are encouraged to join on-line trainings/ skill upgradation programmes and the cost met.

4.4 CEDAR also provides ample opportunities for mentoring and coaching from within the organisation and by employing experts of national and international standing.

4.5 Managers and senior executives play a responsible role in advising,

counselling and helping junior employees in their career planning and advancement.

5. Salary and Rewards Structure:

5.1 CEDAR strives to maintain national non-profit sector standards in rewarding and paying salary to its employees.

5.2 We have four grades of pay in the organisation:
Grade-I Rs. 12000/- to 15000/- (Office Assistants/ Junior Technicians)
Grade-II Rs. 15000/- to 25000/- (Field Staff/ Field Coordinators/ accountant)
Grade-III Rs. 20000/- to 30000/- (Creative Leads)
Grade-IV Rs. 30000/- to 60000/- (Managers)
In normal circumstances 5% increment for all employees per annum are allowed.

5.3 Any special increment or award or incentives or special pays are normally based on the recommendation of the Managing Trustee/ CEO and decided by the Board of Trustees.

6. Performance Appraisal:

6.1 Performance appraisal is done twice a year and is based on i. Weekly Reports, ii. Self-appraisal of performance by the individual concerned and iii. Assessment made by the Committee appointed for the purpose.

6.2 Appraisal will basically constitute fou important factors: i. Programme outcomes created as per mandate given, ii. Organisational commitment and vision sharing, iii. Collaboration and team learning, iv. Inclusivityin organisational conduct, v. Special contribution.

7. Employee Relations and Grievance Resolution:

7.1 CEDAR believes in democratic governance and non-hierarchical mode of operating. It ensures easy access to all in management position, the CEO and Board of Trustees.

7.2 CEDAR has evolved a participatory decision-making structure that minimises friction, misperceptions and misunderstanding.

7.3 Any difference or conflict arising out of the job is easily resolved through facilitation of free and frank discussions oriented towards problem-solving.

Consensus, reconciliation, handholding and unlearning are given precedence over conventional managerial solutions.

7.4 However, a formal grievance resolution mechanism is also in operation to resolve issues that evade the normal course of conflict resolution envisioned in 7.3. Any employee who has reasonable cause to feel aggrieved of a situation arising out of her/ his job can place in writing her/ his grievance or grievances before the Grievance Resolution Committee.

7.5 The Grievance Resolution Committee after proper appreciation of facts of the circumstances related to the case and after giving the aggrieved a proper hearing, resolves the issue within 14 days from the receipt of the written representation of the grievance.

7.6 The Grievance committee is an in house arrangement and is constituted by including one senior manager, a creative lead, a senior field coordinator and a Grade I employee. The CEO will be in chair or any other member delegated by him. In the event the grievances relate to any one member including the chair she or he has to recuse himself or herself from hearing the grievance.

8. Availing of Leave:

8.1 CEDAR works Monday through Saturday except the second and fourth Saturdays.

8.2 The regular office hours are observed from 9. 30. A.M. to 5. 30 P. M.

8.3 All the field staff are expected to attend office before they go to the field. They without fail are expected to maintain a field diary.

8.4 As some of the field activities and special programmes happen during weekends or some holidays staff cannot avoid attending to such work. In the event staff work on official holidays they can take compensatory leave during the subsequent week and not beyond.

8.5 CEDAR allows 12 days of casual leave for all its staff.

8.6 All State Government Holidays are also observed as holidays by CEDAR.

8.7 In the event of serious illness or hospitalisation a maximum of 21 days medical leave is normally allowed with pay.

8.8 Staff are entitled to both Maternity and Paternity leave as per Tamilnadu Government regulations in force.

8.9 Any leave on loss of pay is the total discretion of the management.

8.10 The casual leave request should be made to the immediate supervisor in advance so as to enable alternate work arrangement. The Manager (Admin) is the designated officer for sanctioning of leave and maintaining of leave records.

8.11 All the above rules including observance of office hours apply to on-line work.

9. Misconduct and Disciplinary Proceedings:

9.1 By misconduct it is meant

1. Misconduct of general nature which are simple violations and transgressions that brings down the ethos and efficiency of the organisation

9.1.1. Poor performance linked to dereliction of duty
9.1.2. Unauthorised absence
9.1.3. Data mismanagement, data theft, misuse of email, internet or social media which go against the interest of the organisation and or violative of laws and statutes in force
9.1.4. Bullying and harassment of fellow workers
9.1.5. Petty politicking and anti-organisational activities
9.1.6. Financial misappropriation, fraud, theft and filing of false vouchers
9.1.7. Indulging in physical violence in workplace
9.1.8. Substance abuse/alcoholism
9.1.9. Sexual harassment in workplace
9.1.10. Child abuse

9.2 Sexual harassment in workplace is handled in line with provisions of Sexual Harassment of Women at Workplace (Prevention Prohibition and Redressal) Act 2013. (Read CEDAR's policy on prevention, prohibition and redressal of sexual harassment in work place).

9.3 CEDAR has a clearly written child safeguarding policy in line with provisions of existing laws and any child abuse committed by anyone employed by CEDAR is dealt with by provisions of CEDAR's Child Protection Policy (CPP).

9.4 Except the misconducts envisaged under 9.1.10 and 9.1.11 all other cases will be dealt with 5-member Disciplinary Committee chaired by Chief Executive or his nominee, one Trustee, two staff members and one independent public figure nominated by the Managing Trustee. Of the 5 members, at least two of

them must be women.

9.5 The Committee shall conduct a disciplinary enquiry applying principles of natural justice and relevant provisions of law that apply to the context. The delinquent employee is given ample opportunity to put forth her/his case before the committee. Based on evidence, the committee shall come to conclusions as to whether a misconduct is committed and on the nature and gravity of the misconduct under reference.

9.6 Depending upon the nature and gravity of the misconduct, the committee shall recommend sanction which might range from simple admonition to termination of contract or service.

9.7 The final decision as to the actual award of punishment is taken by the Board of Trustees.

10. Health and Safety:

10.1 CEDAR ensures that its office premises are free from health hazards and safety risks. There is a designated member of the staff for conducting periodical safety audit.

10.2 Field staff are governed by a risk management protocol which is reviewed every three months by the programme manager.

10.3 Staff who use office vehicles or personal vehicles for office work are expected to ensure that the papers are intact and valid. Particular attention must be paid that the vehicle is covered by proper insurance policy.

11. Employees Provident Fund:

11.1 Contributory provident fund scheme is in operation wherein 10% of the basic pay along with a matching 10% management contribution is paid into the EPF account of the employee.

12. Succession Planning:

12.1 CEDAR ensures a nurturing environment for individual professional growth and development and a seamless transition of talents across the organisation.

12.2 The board of Trustees of CEDAR are quite committed to continuity, stability and consistent progress of the organisation towards its vision. In this light, the board has evolved a clear succession plan for CEDAR.

12.3 A consultative process is in place in this regard engaging national and

international consultants.

13. Termination of Services:

13.1 Given the nature of the organisation, the appointments are either Programme/Project based. They are contractual in nature and the Employment/ service terminates as per the terms and condition specified in the employment letter or contract.

13.2 The employee, while deciding to leave the organisation permanently, submits resignation letter the CEO/Managing Trustee. A 90-daynotice period is required from the employee relating to his/her resignation. However, considering extraordinary circumstances, it is the discretion of Managing Trustee/CEO to consider the waiver of any length of the notice period.
